

The Management Review

INDEX TO VOLUME XLIV

January through December, 1955

Page numbers included in each issue are as follows:

<i>January</i>	1- 64	<i>July</i>	429-508
<i>February</i>	65-136	<i>August</i>	509-592
<i>March</i>	137-208	<i>September</i>	593-664
<i>April</i>	209-284	<i>October</i>	665-744
<i>May</i>	285-356	<i>November</i>	745-832
<i>June</i>	357-428	<i>December</i>	833-896

A

ABSENTEEISM (See also Health)

Controlling Absenteeism: A Survey of Company Practice	158
Factors in Absenteeism—A New Survey	377
"Hobby Days"—New Remedy for Absenteeism	611
Point System Cuts Absenteeism	324
Reducing Absenteeism: A Three-Step Program	433
The "Three A's": Threat to Industrial Progress	843
Tips on Reducing Absenteeism	318

ACCIDENT PREVENTION (See Safety)

ACCOUNTING

Cutting the Costs of Supply Accounting	777
Do You Close Your Books on New Year's Eve?	237
Gearing Accounting to Management Needs	627

ADVERTISING

Bigger Budgets for Industrial Advertising	554
How Your Salesmen Can Get More Out of Advertising	769
Why Institutional Advertising?	44

AIR POLLUTION

What Your Plant Can Do About Air Pollution	717
--------------------------------------------	-----

ALCOHOLISM

Rehabilitating Alcoholics on the Job	390
The "Three A's": Threat to Industrial Progress	843

ANNUAL REPORT (See Financial Reports)

ARBITRATION

Arbitration Problems: Government Lends a Hand	179
How to Lose Your Shirt in Grievance Arbitration	873

ATOMIC AGE

Atomic Energy—Industry Sets Its Goals	470
Industrial Defense—A New Planning Guide	106

AUDIO-VISUAL AIDS

Slides Teach Shop Harmony	435
---------------------------	-----

AUTOMATION (See also Office Mechanization)

Automatic Machinery—Friend or Foe to Labor?	368
Automation and Employment: A Look Ahead	854
Automation Down on the Farm	519
Automation: It's Coming Everywhere	150
Automation: Liberator of Labor	456
Automation: A New Dimension to Old Problems	292

Automation: Where Will the Workers Go?

Current Progress and Prospects in Automation	408
Labor's Stake in Automation	151
Management and Automation: The New Horizon	620
Planning for Automation: One Company's Experience	310
"Segmented Automation"—New Concept in Manufacturing	566
Six Key Steps in Automation Planning	574
Union Leaders Look at Automation	221
What Automation Means to America	774

B

BRAND NAMES

How Important Are Brand Names in Purchasing?	348
Tips on Picking a Brand Name	104

BUDGETS

The Controller's Role in Budget Preparation	799
How to Get More Out of Budgets	781

BULLETIN BOARDS (See Employee Communication)

C

CAPITAL

Funds:

Institutional Funds: New Source of Investment Capital	850
Pension Funds: The Strongest Source of New Capital	36
Today's Management: Under New Ownership Tomorrow?	732
What It Costs to Make—and Maintain—a Job	688

Goods and Equipment:

Building a Sound Equipment Policy	727
The Outlook for Capital Goods—A New Study	734
Plant and Equipment Needs—A Look at 1965	626

CHARITY

Controlling the Cost of In-Plant Charity Drives	545
-------------------------------------------------	-----

COFFEE BREAK (See Rest Periods)

COLLECTIVE BARGAINING (See also Guaranteed Annual Wage, Industrial Relations, Union Contracts, Unions)

Bargaining Calendar for 1955	214
Meeting Union Demands for Pension Data	163
A "New Look" in Collective Bargaining	685
Preparing for Renegotiation—One Company's Method	454

Toward Better Collective Bargaining	257	Cost Improvement Teams Get Results	726
Who Pays for Negotiating Time?	168	Keeping Foremen Alert to Costs	859
COLLEGE GRADUATES		Laying the Groundwork for Clerical Cost Control	381
Current Trends in the Employment of College Graduates	97	New Approaches to Clerical Cost Reduction	304
Employment Stability of College Recruits—A Survey	254	Two "Economy Crusades"	362
Improving Your College Recruiting Program	861	CREATIVE THINKING (See Management Tools)	
Liberal Arts as Training for Business	445	CREDIT	
New Talent Comes High	770	A Constructive Approach to "Problem Accounts"	260
COLOR		Credit Life Insurance Expands	472
Industry Dresses Up With Color	77	Forgive Us Our Debts	92
Making Color Pay Off in the Plant	414	Has Consumer Credit Reached the Danger Point?	625
Tips on Office Color Planning	766	CRIME AND DISHONESTY	
COMMUNICATION (See Community Relations, Employee Communication, Executive Communication, Public Relations, Stockholder Relations)		Industrial Theft Control: A Survey of Company Practices	249
COMMUNISM (See World Scene)		Invitation to Theft	612
COMMUNITY RELATIONS			
Area Hiring—Your Best Community-Relations Tool	343	D	
Five Pillars of Corporate Wisdom	324	DEALER RELATIONS	
One Company's Community Relations Problem—And How It Was Solved	632	Helping Your Dealers Build Sales	302
Open House Every Day	143	DECENTRALIZATION	
Workers Take Over a P.R. Job	54	Realizing the Full Potential of Decentralization	849
CONFERENCES		Will Decentralization Pay Off for You?	760
The Business Conference—Who Does the Talking?	402	DECISION MAKING (See Management Tools)	
Does the Conference Leader Talk Too Much?	462	DISTRIBUTION (See Marketing, Sales Management)	
CONSUMER SPENDING (See also Credit)		DIVERSIFICATION	
Consumer Buying Plans—Good News for Marketers!	655	Diversification: More Than a Trend	596
Consumer Confidence—On the Upswing	71	The Rush to Diversify	666
Consumers' Buying Plans—A Survey	298		
The Myth of "Saturation"	759	E	
The Seasonal "Lull": Real or Imagined?	316	ECONOMIC CONDITIONS	
CONTESTS		Are We Headed for More Inflation?	786
Everybody Wins This Safety Contest	699	Business Confidence Runs High	677
Give the Lady a Toaster	87	Business in '55: The Best Is Yet to Come!	66
Prizes for Product Ideas	317	Current Business Prospects: A Survey	287
Using Contests to Boost Sales: A Survey of Company Practices	373	The Economic Frontier: Still Wide Open	83
CONTROLLER		Economists Look at 1955	174
The Controller's Role in Budget Preparation	799	Good News About Business Prospects	4
CONVENTIONS		Have We Conquered the Business Cycle?	510
Ten Tips for Convention-Goers	267	Mounting Debt: A Danger Signal?	73
COST CONTROL		The New Boom Gets Rolling	358
Broad-Scale Cost Reduction: A Case Study	600	New Ventures on the Increase	5
		Rising Population: Guarantee of Prosperity?	247
		U.S. Economic Strength—A New Survey	307
		Yardsticks of Progress	374

**ECONOMIC EDUCATION (See
Employee Education)****ECONOMIC STRUCTURE**

Business Power: Who Has It, Who Keeps It	286
---------------------------------------------------	-----

EDUCATION AND BUSINESS

Aid to Education: Business Raises Its Sights	521
Aid to Education: Is It Missing the Mark?	180
Help for Higher Education: C.M.'s Program	645
Liberal Arts as Training for Business	445
Trends in Corporate Aid to Education	389

**ELECTRONICS (See Office
Mechanization)****EMPLOYEE ATTITUDES**

Employee Opinion Surveys: How Useful Are They?	388
---------------------------------------------------------	-----

**EMPLOYEE BENEFITS (See also
Pensions, Profit Sharing, etc.)**

Employee Benefits in Distribution: A Survey	314
The "Typical Manufacturing Employee" in Profile	608

EMPLOYEE COMMUNICATION

Annual Reports to Employees—A Prog- ress Report	763
Communicating with Employees: A Survey of Company Practices	538
Do Employees Read Your Annual Report?	684
How Good Are Your Company's Bulletin Boards?	162
Making Better Use of Your Bulletin Boards	765
New Facts on Company Publications	87
Putting the Grapevine to Work	265
Running an "Idea Cafeteria"; How GM Does It	297
A "Sounding Board" for Rumors	152
What Do Your Employees Want to Know?	301

EMPLOYEE EDUCATION

The Case for Economic Education	72
Investment Education for Employees—One Company's Plan	675

EMPLOYEE MORALE

One-Day-a-Week Salesmen	471
Time Out for Work	313

EMPLOYEE RECREATION

Company Picnics—A Survey of Current Practices	340
Employee Recreation: An Aid to Produc- tion	319

**EMPLOYEE SERVICES (See also
Thrift Plans)**

Making Purchases for Employees—A Sur- vey	461
----------------------------------------------------	-----

EMPLOYMENT AGENCIES

Employment Agencies and White-Collar Recruitment—A Survey	82
--------------------------------------------------------------------	----

**EMPLOYMENT PRACTICES (See
also Handicapped Workers, Older
Workers, Recruitment, Selection)**

Area Hiring—Your Best Community-Rela- tions Tool	343
Checking Applicants' References—Mail vs. Phone	335
Fair Employment—A Progress Report	864

EMPLOYMENT STABILIZATION

Employment Stabilization: Problems and Progress	69
----------------------------------------------------------	----

EMPLOYMENT STATISTICS

New Facts on Age and Occupation	41
---------------------------------------	----

**EMPLOYMENT TRENDS (See
Handicapped Workers, Older
Workers)****ENGINEERS (See also Research)**

Do Engineers Make Good Executives?	813
Engineering Plus Research	597
Engineers in Industry—A Major Morale Problem?	244
New Talent Comes High	770
Recruiting and Training Engineering Graduates	409
What Industry Pays Its Engineers—A Survey	699

EXECUTIVE COMMUNICATION

Do You Know How to Listen?	530
How Much Should a President Tell?	217
Keeping Management Informed	824
Ten Commandments of Good Commu- nication	704
What Communication Means to Top Man- agement	289
The "X" Factor in the Executive's Job	841

EXECUTIVE COMPENSATION

Executive Compensation: Deferred Benefit Plans Grow	261
Mergers: Their Effect on Executive Com- pensation	490
New Data on Management Compensation	361
New Facts About Executive Compensa- tion	473

**EXECUTIVE DEVELOPMENT (See
Management Development, Man-
agement Tools)****EXECUTIVES (See also Sales
Executives, Supervisors)****Characteristics:**

Company Presidents' Backgrounds: A Survey	868
Do You Have What It Takes?	798
Executive Hall of Infamy	624

The Executive of Inadequate Personality.....	862
Some Marks of Successful Management	9
Survey Finds Executives Are Human	330
Ten Problems That Worry Presidents	834
"Tough-Mindedness" and Executive Action	263
The Uncommon Man	783

Habits and Interests:

How Top Executives Live	594
Poetry and the Practical Man	700
What Presidents Think About	219

Health:

Executive Health: A New Perspective Needed?	37
Executive Health Problems: Fact vs. Fancy	6
Executive Sick Leave Policies: A Survey	842
How to Grow an Ulcer	815
Medical Examinations for Executives: A Survey	669
Safeguarding Executives' Health: A Survey	140

Perquisites:

Executive Trappings: Who Rates the Rugs and When	512
How Big Are Executives' Expense Ac- counts?	92
The Insignia of Rank: Who Gets How Much of What?	49

Responsibilities:

Business Men Belong in Politics	778
The Critical Years in Business	720
The Executive's New World	430
Today's Business Manager: A New Species	555
Your Successor's Job	406

Selection:

Executive Selection: How Useful Are Per- sonality Tests?	563
-------------------------------------------------------------------	-----

EXPANSION

How to Buy a Company	391
----------------------------	-----

EXPENSE ACCOUNTS

How Big Are Executives' Expense Ac- counts?	92
Tying Salesmen's Pay to Expense Control	379

F

FACTORY MANAGEMENT (See

Automation, Maintenance, Quality
Control, etc.)

FATIGUE (See Rest Periods)

FILING (See Records Management)

FINANCIAL MANAGEMENT (See Accounting, Budgets, Capital, Taxes, etc.)

FINANCIAL REPORTS

The Annual Report: A Survey of Man- agement Thinking	682
Annual Reports to Employees—A Progress Report	763

Distributing the Annual Report: A Survey	618
Do Employees Read Your Annual Report?	684
Financial Public Relations: Vital Tool of Management	119
What's Happening to the Annual Report?	224
What to Tell Security Analysts	255

FIRE PREVENTION

Billion-Dollar Blazes	15
Industrial Fire Prevention Programs—A Survey	383

Organizing for Fire Safety: One Com- pany's Program	226
--------------------------------------------------------------	-----

FORECASTING

Effective Sales Forecasting: One Com- pany's Approach	85
Evaluating an Economic Forecast	167

FOREIGN OPERATIONS

Foreign Trade Fairs Are Paying Off	398
Packaging for Export	44

FOREMEN (See Supervisors)

FREE ENTERPRISE

Free Enterprise: The Moral Challenge	396
"People's Capitalism"	853

FREEDOM OF SPEECH (See also Wire Tapping)

Is Free Speech Good for Business?	631
-----------------------------------------	-----

FRINGE BENEFITS (See Employee Benefits)

G

GIFTS (See also Charity)

A Gift Schedule for Office Collections	228
When a Company Says "Merry Christmas"	757

GOVERNMENT (See also Arbitration, Social Security, Taxes, Unemploy- ment Compensation, etc.)

America's Biggest Industry—Some Facts and Figures	598
Ballooning Government Growth: Where Are We Headed?	687
How Efficient Is Government Enterprise?	444
Lightening the Burden of Government Reports	641

GOVERNMENT PUBLICATIONS

Industrial Defense—A New Planning Guide	106
Making Better Use of Government Pub- lications	160
A New Fact Book on Manpower	19
New List of BLS Bulletins Offered	82
250,000 Ideas Ready for Use	755

GREAT BRITAIN (See World Scene)

GUARANTEED ANNUAL WAGE

Can We Afford a Guaranteed Wage?	299
"The CAW Will Work!"	789

How GAW Looks to Management	759
How GAW Will Affect Operating Problems	736
How Practicable Is the GAW?—A Survey	214
One View of Supplementary Unemployment Compensation	871
Planning for 52-Week Production	599
Purchasing Agents Look at the GAW	368
What GAW Means to Sales Management	611

H

HANDICAPPED WORKERS

Dealing with Handicapped Workers	244
Employing the Handicapped with Profit: Some Case Histories	177
Hiring the Handicapped: A Matter of Good Business	447
Placing the Partially Disabled Worker: A Growing Management Problem	646

HANDWRITING

What Bad Penmanship Costs Business	464
------------------------------------------	-----

HEALTH (See also Executives: Health)

Blueprint for Industrial Health: GE's Program	449
Industry's No. 1 Health Hazard	566
Lost-Time Illnesses—Young Workers Top the List	51
New Health Record Set in '54	219
The Plant Dispensary: Business Is Good	250
Safeguarding Workers' Hearing: A Practical Company Program	242

HOLIDAYS

Current Holiday Pay Patterns—A Survey	448
---------------------------------------------	-----

HOSPITALITY (See also Expense Accounts, Community Relations)

How to Mix Pleasure with Business	693
Supervisors Make Good Plant Hosts	824

I

INCENTIVES (See also Profit Sharing)

Establishing Sound Sales Incentives: One Company's Program	527
Incentive Pay for Office Employees: One Company's Plan	733
Incentive Pay for Typists: A Case Study	184
Installing the Incentive Plan: One Company's Experience	371

INCOME STATISTICS

"Billionaires" on the Decline	514
How Real Earnings Have Risen	689
New Facts on Family Income	395

INDUSTRIAL DEFENSE

Industrial Defense—A New Planning Guide	106
-----------------------------------------------	-----

INDUSTRIAL RELATIONS (See also Arbitration, Collective Bargaining, Guaranteed Annual Wage, Union Contracts, Unions)

The "Big Three" Problems in Labor Relations	12
Five Industrial Relations Myths	113
How a Company Can Develop Union Responsibility	38
Labor Law Milestones of 1954	163
Labor-Management Committees—A Survey of Company Experience	738
Labor Relations: An Era of Good Feeling?	785
Slides Teach Shop Harmony	435

INSURANCE—CORPORATE

Fire:	
Steps in Developing an Industrial Fire Policy	546
Flood:	
Flood Insurance: Underwriters Keep Their Feet Dry	690
Products Liability:	
Facts on Product Liability Coverage	466

INSURANCE—GROUP (See also Pension Plans)

Company Group Insurance: Who Pays the Bill?	80
Employee Insurance Plans Mushrooming	19
Group Insurance During Strikes—A Survey	817
Health, Insurance, and Pension Plans in Union Contracts	781
Pensions and Insurance Trends Since 1950: A Survey	650
Accident and Health:	
Administering the Company Health and Welfare Program	295
Designing the Group Health Insurance Program	571
Health Insurance Coverage Reaches a New High	540
Progress in Voluntary Health Insurance Coverage	72
Trends in Health and Welfare Plans—A Survey	536

Annuities:

Group Annuities—\$1 Billion a Year for Retirement	783
---------------------------------------------------------	-----

Credit Life:

Credit Life Insurance Expands	472
-------------------------------------	-----

Major Medical:

Adding Major Medical Coverage to Your Insurance Plan	577
Major Medical in Action	654

INSURANCE MANAGEMENT

Insurance, Self-Insurance, or Non-Insurance?	45
----------------------------------------------------	----

Is There a Leak in Your Insurance Umbrella?	653
A Management Approach to Risk Problems	679
Risk Management: The Insurance Buyer's Role	345
INVENTORY CONTROL	
How to Avoid Inventory Headaches	678
Inventory: How Much Is Enough?	101
INVESTMENT (See also Capital)	
How to Make a Million	520
Investment Education for Employees—One Company's Plan	675

J

JOB ENGINEERING

Job Redesign for Better Manpower Utilization	245
----------------------------------------------------	-----

JOB EVALUATION

Pitfalls in Administering Job Evaluation	270
------------------------------------------------	-----

JURY DUTY

Leave for Jury Duty—A Survey of Contract Provisions	435
-----------------------------------------------------------	-----

L

LABOR RELATIONS (See Industrial Relations)

LAYOFFS

Breaking the News of a Plant Shutdown	644
Layoff Pay Under Profit-Sharing	810
Taking the Sting Out of a Layoff	536

LETTER WRITING

All Letters Are Sales Letters	691
Better Business Writing: Company Programs Pay Off	790
Better Correspondence at Lower Cost	551
Rx for Better Letters	372
17 Rules for Plain Letters	579
Thinking Through a Letter-Writing Program	614

LIBRARIES

Try Your Company Library First!	764
---------------------------------------	-----

LIFE EXPECTANCY

Working Life and Retirement—The Lengthening Span	561
--------------------------------------------------------	-----

LIVING COSTS

Living Costs—New York vs. Moscow	602
New Data on Living Costs	35

M

MAINTENANCE

Better Maintenance at Less Cost	74
Getting Your Money's Worth in Maintenance Supplies?	801
A Guide to Good Plant Climate	543

MANAGEMENT DEVELOPMENT

Building Responsibility Down the Line	609
Changing the Pattern of Executive Behavior	375

Coaching Tomorrow's Management	702
Developing Broader-Gauge Executives	145
Education for Management: Trainees Plan Their Own Program	252
Making Specialists into Managers	212
"Suggestion System" for Developing Executives	681

MANAGEMENT TOOLS

Creative Thinking: The Untapped Profit Potential	710
Every Day Is Doomsday: The Ordeal of Executive Decision	746
Good Follow-up Habits for Executives	671
How to Talk Your Work Away	436
"Plenty of Time to Think"	301
Seven Steps of Good Decision Making	619

MANPOWER RESOURCES

Long-Distance Commuters—New Source of Labor Supply?	223
A New Fact Book on Manpower	19
Our Critical Shortage of Skilled Labor	825

MANPOWER UTILIZATION (See also Handicapped Workers, Older Workers)

Job Redesign for Better Manpower Utilization	245
----------------------------------------------------	-----

MARKET RESEARCH

How to Get the Most out of Marketing Research	155
Product-Line Expansion: Look at the Market First	271
They're Selling Your Unconscious!	215
Where Market Research Goes Astray	315

MARKETING (See also Advertising, Sales Management, etc.)

Are Your Marketing Concepts Up to Date?	393
Gauging Your Company's Competitive Strength	291
Marketing Costs—They're Taking More of the Sales Dollar	411
New Frontiers in Marketing	767
Steps to Reducing Your Distribution Costs	621

MARKETS

How Our Markets Are Changing	802
How to Tap the Negro Market	105
The Leisure Market: A \$30-Billion Plum	142
New Markets: Accent on Age	53
New Markets: A Permanent Need	288
Organizing for Profitable Market Development	441
The Over-65 Market—Some Facts on Income	703
The Over-65 Market—A Will-o'-the-Wisp?	233
The Shift to the Suburbs—Some New Facts	826
Today's Suburbia: New Challenge to Marketers	526

What's Happening to Your Urban Markets?	395
Where You'll Find Tomorrow's Customers	864
MATERIALS HANDLING	
How to Integrate Your Materials-Handling System	23
Improving Materials Handling: New Trends and Techniques	369
Materials-Handling Equipment and Supplies—A Purchasing Checklist	454
Materials Handling: A Survey of Company Problems and Costs	636
The New Look in Materials Handling	605
MENTAL ILLNESS	
What Mental Illness Costs the Nation	715
MERGERS	
Company Mergers: What's Behind the Headlines	311
Mergers: Their Effect on Executive Compensation	490
The Urge to Merge	7

N

NEW PRODUCTS (See Product Development)

NOISE

Coming to Grips with the Industrial Noise Problem	642
The News About Noise	756

O

OFFICE MANAGEMENT (See also

Letter Writing, Records Management, etc.)

Applying Scientific Management in the Office	115
Controlling Office Turnover	25
The Dilemma of the Stenographic Pool	415
Getting Your Money's Worth from Procedures Work	235
How Companies Handle Stenographic Pools: A Survey	694
How Efficient Is Your Order-Processing System?	322
How the Office Can Help the Shop	603
Improving Office Methods: A Six-Point Program	814
Installing a Clerical Quality Control Program	366
Is Office Management Ready for Tomorrow?	649
Laying the Groundwork for Clerical Cost Control	381
Making Office Work Measurement Pay Off	869
New Approaches to Clerical Cost Reduction	304

Office Supplies and Equipment—A Purchasing Checklist	550
A Plan for Spotting Clerical Waste	164
Reducing the Burden of Office Forms	819
Renovating Your Office Methods	549
Ten Ways to Control Office Production	341
Ten Ways to Reduce Paper Waste	673
Tomorrow's Challenge to Office Management	107
The "Whys" and "Hows" of Clerical Work Measurement	337
Work Measurement in the Office: A Case History	20

OFFICE MECHANIZATION

Electronic Computers: Myth vs. Fact	559
Electronic Loafing Exposed	269
Filling Computers Into a Business	838
How Integrated Data Processing Pays Off	465
How to Talk Your Work Away	436
Is Conventional Tabulating Equipment in the Twilight Zone?	865
Multiple-Station Dictation Cuts Costs	268

OFFICE WORKERS (See also

Secretaries)

Incentive Pay for Office Employees: One Company's Plan	733
Incentive Pay for Typists: A Case Study	184
Personnel Policies for Office Workers—A Survey	100
White-Collar Earnings Lag	22
White-Collar Pay Hikes Level Off	100
White-Collar Unionization: A Management View	634

OLDER WORKERS

The Age Barrier—A Survey of Employment Policies	407
Age and Recruitment Policies: A Survey	47
Industry and the Older Worker—A Survey	635
Too Old to Work?	147

OPEN HOUSE (See Community Relations)

OPINION SURVEYS

Employee Opinion Surveys: How Useful Are They?	388
------------------------------------------------	-----

ORDER PROCESSING

How Efficient Is Your Order-Processing System?	322
------------------------------------------------	-----

P

PACKAGING

Analyzing Your Packaging and Shipping Practices	648
A Checklist for Effective Package Design	401
Current Trends in Industrial Packaging	811
Do Your Packages Measure Up?	582
Industrial Packaging Can Make Sales	623
Making the Package Sell Itself	42
The Package and Its Target	308

Package Size—New Marketing Football	461
Packaging for Export	44
Testing the Effectiveness of Package Design	459
What About Contract Packaging?	182

PAYROLL PRACTICE (See also Wage and Salary Administration)	
A Cure for Payday Headaches	633
Length of Pay Periods in U. S. Industry—A Survey	378

PENSION PLANS	
Adjusting Pension Benefits for Early or Postponed Retirement	78
Can We Carry the Pension Load?	860
Group Pensions at Record Level	458
How OASI Changes Are Affecting Pension Plans	124
How to Provide Past Service Benefits Under Profit Sharing	776
Key Questions in Pension Fund Investment	628
Meeting Union Demands for Pension Data The 1954 Social Security Amendments: How They Affect Pension Plans	175
Optional Forms of Retirement Benefits: Costs and Administration	640
Pension Funds: The Strongest Source of New Capital	36
Pension Termination—A Growing Problem	630
Pensions of the Billion Dollar Club	613

PERSONNEL ADMINISTRATION	
Is Personnel Management a Profession?	238
Selling the Personnel Department to Employees	98

PERSONNEL PRACTICES (See also Holidays, Promotion, Transfer, Vacations, etc.)	
Personnel Policies for Office Workers—A Survey	100
Personnel Policies: Size Makes a Difference	822
The "Typical Manufacturing Employee" in Profile	608
Workers into Customers: Should Selling Start at Home?	349

PLANNING (See also Forecasting)	
"Creeping Conservatism" in Business	141
Long-Range Planning: Business Raises the Sights	676

PLANT LAYOUT	
Steps to Better Plant Layout	385

PLANT LOCATION	
Communities Court New Industry	787
The Right Spot to Settle Down	432

PLANT MANAGEMENT (See Automation, Maintenance, Quality Control, etc.)	
------------------------------------------------------------------------------	--

PRICING	
Pricing a New Product	403

PRODUCT DEVELOPMENT	
Manufacturing Can Make or Break Your New Product	169
Pitfalls in New-Model Production	561
Pricing a New Product	403
Prizes for Product Ideas	317
Product-Line Expansion: Look at the Market First	271
Users Help Design the Product	407
Why Four out of Five New Products Fail	231

PRODUCTION MANAGEMENT (See also Automation, Inventory Control, Quality Control, etc.)	
How the Office Can Help the Shop	603
Planning for 52-Week Production	599

PRODUCTIVITY	
Benchmarks of Progress	157
Facts on the U. S. Productivity Upsurge	671
Rising Productivity: Engine of Progress	138

PROFIT SHARING	
Deferred Profit Sharing—A Spur to Turnover?	681
How to Provide Past Service Benefits Under Profit Sharing	776
Layoff Pay Under Profit Sharing	810
Profit Sharing: A Look at the Record	166

PROMOTION	
Executive Promotions—How One Company Spreads the Word	570
Management's Stake in Promotion from Within	455

PUBLIC RELATIONS (See also Community Relations, Employee Communication, Executive Communication, Stockholder Relations)	
Budgeting for Public Relations—A Survey	800
How Business Rates with the "Younger Generation"	342
Management's Self-Conscious Salesmen	839
Speaking Up for Industry	458
Testing Your Company's Public Relations	855

PUBLICATIONS (See Government Publications; also Employee Communication, Financial Reports)	
---------------------------------------------------------------------------------------------------	--

PURCHASING	
Evaluating the Effectiveness of Purchasing	404
Make or Buy: Reaching a Sound Decision	524
Make or Buy—A Survey of Current Trends	16
Making Purchases for Employees—A Survey	461
The Policy Manual: Keystone of Today's Purchasing	305
Purchasing Agents Look at the GAW	368

What Purchasing Expects of the Salesman: One Company's Standards	637
Who Decides What to Buy?	413

Q

QUALITY CONTROL

Dramatizing the Quality Problem	648
Installing a Clerical Quality Control Program	366
New Uses for Quality Control	771
Quality Control of Purchased Materials: One Company's Program	333
Traffic Lights Keep Score on Quality	638

R

RECORDS MANAGEMENT

The High Cost of Misfiling	416
How Good Is Your Filing System?	90
The New Science of Records Management	88
Records Retention—A Survey of Current Practices	578
Should Your Office Use Open-Shelf Files?	730

RECRUITMENT

Age and Recruitment Problems: A Survey	47
Employment Agencies and White-Collar Recruitment—A Survey	82
Improving Your College Recruiting Program	861
New Talent Comes High	770
Recruiting and Training Engineering Graduates	409
Your Employment Office: Recruitment Aid or Hindrance?	172

RELOCATION (See Plant Location)

REPORTS

Lightening the Burden of Government Reports	641
---------------------------------------------------	-----

RESEARCH (See Product Development)

REST PERIODS

Coffee Breaks and Rest Periods—A Survey of Company Practices	471
Rx for "That Tired Feeling"	348

RETIREMENT

Facing Up to the Retirement Problem	761
Retired Executives Pool Their Skills	146
Timing Your Retirement	363
Working Life and Retirement—The Lengthening Span	561

RUSSIA (See World Scene)

S

SAFETY

ABC's of a Sound Safety Program	576
Company Safety Programs: A Survey	437
The Cost of Carelessness	46
Everybody Wins This Safety Contest	699
Facts on "After-Hours" Accidents	330
Fourteen Points of Safety	111

Getting Workers Behind the Safety Program	541
Industrial Safety: A Blueprint for Action	327
Management's Part in the Safety Program	643
National Safety Citation to the Review	367
Pre-Employment Exams That Cut Accident Costs	852
Safety Aids for Supervision: One Company's Program	468
A Safety Checklist for Top Management	716
The Safety Engineer in Industry: A Survey	573
The "Three A's": Threat to Industrial Progress	843

SALARIES (See Wages and Salaries, Executive Compensation, Salesmen's Compensation, etc.)

SALES EXECUTIVES

The Typical Sales Executive—A Thumb-nail Sketch	228
Why Do Sales Executives Fail?	715
Why Sales Managers Get Gray	529

SALES MANAGEMENT (See also Markets, Marketing)

The Challenge of Selling in 1955	735
Effective Sales Forecasting: One Company's Approach	85
Every Year an Anniversary Year	859
Give the Lady a Toaster	87
Helping Your Dealers Build Sales	302
Industrial Packaging Can Make Sales	623
One-Day-a-Week Salesmen	471
Salesmen for a Day	779
Using Contests to Boost Sales: A Survey of Company Practices	373
Using Guarantees to Boost Your Sales	562
What GAW Means to Sales Management	611

SALESMANSHIP

Building Up the Marginal Account	807
Common Denominators of Successful Salesmanship	709
Suggestion Selling—A Lost Art?	400
Team Effort: Key to Big Industrial Sales	707
Thirty-One Ways to Close a Sale	229
Three Laws of Salesmanship	725
Why Salesmen Prefer the Back Door	344

SALESMEN

America Needs a Million Salesmen	784
The Salesman's Wife Looks at Selling: A Survey	552
The Truly Indispensable Man	867

Selection:

Effective Tools for Selecting Salesmen	171
Selecting and Training Effective Salesmen: One Company's Program	713
Selecting Good Salesmen	264
Selecting Salesmen: Beware of "Scientific" Hiring	803

Trends in the Selection of Salesmen: A Survey of Company Practices—and Malpractices	153
Training:	
Adapting the Case Study Method to Sales Training	725
"... As Others Hear Them"	335
Developing an "All-Star" Sales Team: A Case History	52
Helping Your Salesmen Manage Their Time	17
Helping Your Salesmen Work with the Office	412
How Your Salesmen Can Get More Out of Advertising	769
The "Sales Blitz"—New Twist in Sales Meetings	523
What Purchasing Expects of the Salesman: One Company's Standards	637
SALESMEN'S COMPENSATION	
Establishing Sound Sales Incentives: One Company's Program	527
Salesmen's Base Salaries: Grubstake or Control?	866
Tying Salesmen's Pay to Expense Control	379
SALVAGE	
Scrap Disposal: Employees Become Company Customers	103
SAVINGS (See also Thrift Plans)	
Where Savings Go—And Why	347
SECRETARIES	
Today's Secretary: A Global Survey	112
When Secretaries Are Scarce	537
SECURITY ANALYSTS	
What to Tell Security Analysts	255
SELECTION (See Executives, Salesmen, Supervisors, etc.)	
SHIPPING (See also Traffic)	
Analyzing Your Packaging and Shipping Practices	648
SICK LEAVE	
Company Sick-Leave Practices: A Survey	818
SOCIAL SECURITY	
Economic Security: The Challenge to Management	672
How OASI Changes Are Affecting Pension Plans	124
The 1954 Social Security Amendments: How They Affect Pension Plans	175
OASI Coverage Nears 70 Million	146
SOCIALISM	
Britain's Socialist Experiment: Object Lesson for Americans	325
STOCK-PURCHASING PLANS (See Thrift Plans)	
STOCKHOLDER RELATIONS	
Are "Proxy Fights" Symptomatic?	515

Keeping the Stockholders Up to Date	652
"Personal Touch" in Stockholder Relations	449
SUGGESTION SYSTEMS	
Don't Blame the Suggestion System!	568
Getting Better Results from Your Suggestion Plan	442
"If at First You Don't Succeed. . ."	812
Office Suggestion Systems—A Survey	870
Open to Suggestions	16
"Suggestion System" for Developing Executives	681
Turning Gripes into Gold	234
SUPERVISORS (See also Executive Communication, Executive Compensation, Executives, Management Development, Management Tools)	
Job and Status:	
The Foreman and His Work Group: A Survey	639
Keeping Foremen Alert to Costs	859
New Facts on the Foreman's Job	809
Safety Aids for Supervision: One Company's Program	468
Supervising "First-Job" Teen-Agers	821
Supervisors Make Good Plant Hosts	824
Why Do Foremen Fail?	251
Selection:	
"Committee Method" for Selecting Supervisors	565
Training:	
Observing People: One Key to Leadership	567
Strengthening the Foreman's Role in Management	580
Training Foremen in College and Plant	729
SUPPLEMENTARY UNEMPLOYMENT COMPENSATION (See Guaranteed Annual Wage)	

T

TAXES	
Depreciation Policies Under the New Tax Code—A Survey	294
The New Tax Plan—Five-Year Pinch on Business	689
Tax Tactics in the "Worker's State"	307
TECHNOLOGICAL CHANGE (See also Automation)	
Horsepower and Horse Sense	359
Industrial Progress of the Future	2
Meeting the Challenge of Change	514
Tomorrow's Technology: Master or Servant?	210
THRIFT PLANS	
Employee Stockholders: The Workers' Stake in Capitalism	836
The Employee Thrift Plan: New Fashion in Fringes	697
Thrift Plan with a Built-in Stock Incentive	698

TIME UTILIZATION (See also Management Tools)	
Adding Time to Your Working Day	93
Helping Your Salesmen Manage Their Time	17
"Where Has This Whole Day Gone?"	695
TRADE SHOWS	
Foreign Trade Fairs Are Paying Off	398
Getting More Out of Trade Shows	545
Mistakes to Avoid at Trade-Fair Exhibits	807
TRAFFIC	
Don't Overlook Air Freight!	241
Organizing for Efficient Traffic Management	109
The Revolution in Business Flying	668
Traffic Management: Gold Mine in Transit	321
TRAINING (See Management Development; also, Salesmen, Supervisors, etc.)	
TRANSFER	
Safeguarding Against Transfer Troubles	808
TURNOVER	
Controlling Office Turnover	25
Deferred Profit Sharing—A Spur to Turnover?	681
Why Workers Quit—A Statistical Analysis	76
U	
UNEMPLOYMENT COMPENSATION	
Unemployment Compensation Problems: Company Views and Practices	557
Who's Getting Unemployment Benefits?	11
UNION CONTRACTS	
Anti-Communist Provisions in Union Constitutions	96
Health, Insurance, and Pension Plans in Union Contracts	780
Leave for Jury Duty—A Survey of Contract Provisions	435
Pensions and Insurance Trends in Union Contracts Since 1950: A Survey	650
Reporting and Call-Back Pay: A Survey of Contract Provisions	336
Union-Contract Administration: A Two-Way Street	706
Union-Security Provisions in 1954: A Survey	606
UNIONS (See also Collective Bargaining, Guaranteed Annual Wage, Industrial Relations)	
"Belong or Starve"	837
Labor Tries on Long Pants	95
Labor's New Federation: Industrial Unions Predominate	439
Union Leaders Look at Automation	221
A Union of Unions in '55?	40
Unionization in Major Labor Markets—A Survey	339

What Will the Labor Merger Mean?	220
White-Collar Unionization: A Management View	634

V

VACATIONS	
The Age of Vacations	604
Vacation Policies for 1955—A Survey	387

W

WAGE AND SALARY ADMINISTRATION (See also Payroll Practice)	
Wage-Salary Administration—Company Policies and Practices	383
WAGES AND SALARIES (See also Executive Compensation, Salesmen's Compensation, Incentives, Profit Sharing)	
The "Typical Manufacturing Employee" in Profile	608
What the Minimum Wage Boost Means to Employers	684
White-Collar Earnings Lag	22
White-Collar Pay Hikes Level Off	100
WAREHOUSING	
Improving Your Warehousing Setup	14
WHITE-COLLAR WORKERS (See Office Workers)	
WIRE TAPPING	
The Ears on Your Office Wall	773
WORK MEASUREMENT	
Making Office Work Measurement Pay Off	869
The "Whys" and "Hows" of Clerical Work Measurement	337
Work Measurement in the Office: A Case History	20
WORK SIMPLIFICATION	
Why Work Simplification Clicks—and Why It Fails	259
WORKMEN'S COMPENSATION	
Cutting Workmen's Compensation Costs—In Advance	719
WORLD SCENE	
Britain's Socialist Experiment: Object Lesson for Americans	325
Costs of Production—Here and Abroad	350
Living Costs—New York vs. Moscow	602
Manufacturing Costs—Here and Abroad	518
Russia's Creeping Capitalism	788
Should We Trade Know-How with Russia?	472
Tax Tactics in the "Worker's State"	307
World Calendar Coming?	248
World Industrial Output—A New Peak	782

Y

YOUNGER WORKERS	
Lost-Time Illnesses—Young Workers Top the List	51
Supervising "First-Job" Teen-Agers	821